

# The Effective Strategies to Increase Employee Engagement at PT Medco Geothermal Sarulla

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## ABSTRACT

Employee engagement is always a serious concern for corporate management, professional human resource researchers and management practitioners because it has an impact on the profitability of a company's business. Some indicators that impact of employee engagement include employee performance, job satisfaction, company performance, organizational commitment and employee turnover. Employee Turnover that demonstrates the trend increased from 2016-2018 and there are some complaints from employees about working conditions constitute of the reason in this research.

The purpose of this research is to know the significance of the variables of remuneration, job design, supervisor relationships and co-workers, work environment, training and career development and employment demands on employee engagement variables. Data analysis techniques use descriptive correlational. Then conducted analysis with the SWOT approach to determine the strength, weakness, opportunities and threats of each variable. Based on the SWOT analysis and the significance of the dependent variable correlation of employee engagement variables defined the prioritization and effective strategies to improve employee engagement. The population in this study was 101 people who were permanent employees of PT. Medco Geothermal Sarulla.

The results of this study show that job design has a positive and significant impact on employee engagement, job demands are negatively and significantly impactful to employee engagement. While remuneration, supervisor relationships and co-workers, work environment and training and career development do not have significant effect on employee engagement. Priority and focus

strategies to be done to improve employee engagement: 1. job design (job variation, work procedure, work effectiveness), 2. job demands (HR limitations, job urgency), 3. supervisor relationships and co-workers (communication, supervisor's guidance), 4. work environment (physical facilities, occupational safety and social relations), 5. training and career development (training related to skill enhancement, career development limitation), 6. remuneration (salary standardization).

**Keyword:** employee engagement, remuneration, job design, supervisor relationships and co-workers, work environment, training and career development, job demands, SWOT, effective strategy.

## INTRODUCTION

Employee engagement is serious concern for professional human resource researchers and management practitioners. Gallup (2017) states that based on data for 2014, 2015 and 2016 in 155 countries it indicates that only 15% of employees worldwide are engaged in their work, 67% are disengaged and 18% are actively disengaged. Engaged employee is someone who is motivated, highly dedicated, ambitious, trying to give more, fully exploiting himself physically, cognitively and emotionally while carrying out his job role in the organization (Kahn, 1990; Munish and Agarwal, 2017).

Some of the variables that affect employee involvement include leadership, superiors support, career development, communication, empowerment, fairness and equal opportunities, cooperation,

constructive feedback, work environment, salary and benefits, image, health and safety, overall employee welfare, obedience, joy and self-awareness (Sun, 2019; Sahoo and Mishra, 2012). Rana et al. (2014) stated that the job design and its characteristics, the relationship between superiors and co-workers, work environment and human resource development are variables that affect employee engagement. Aon (2018) reveals the variables that most influence the level of employee engagement: wages and recognition, leadership, career opportunities, Employee Value Proposition (EVP), talent, staff and staffing, empowerment, autonomy and work infrastructure (equipment, technology, processes, etc. -other).

PT. Medco Geothermal Sarulla (PT. MGS) is a company that was founded in 2006 with the intent and purpose of running a business in the electricity sector (PT. MGS document). PT. MGS is a company engaged in Operation and Maintenance services for geothermal power plants at Sarulla Operation Limited (SOL).

Based on the results of initial interviews with several employees, there were employee complaints that appeared in the field as follows:

1. Regarding remuneration, some employees complained about salaries and benefits. the same job, employees get a different amount of salary, location allowances are not accepted by local employees. This caused jealousy among employees.
2. Work Design, the work location has a fairly large area because the power plant equipment or machines are scattered at several points as well as far apart locations for production and re-injection wells so that it becomes an obstacle for employees in carrying out their duties, especially in case of emergency conditions that require fast handling right.
3. The uniqueness of the organization, there are three company management in one organization that creates communication barriers between

subordinates and superiors, between employees and between departments, giving rise to feelings of different treatment from management due to employee status.

4. Work environment conditions are complained of by employees, the lack of work facilities provided by the company such as work space facilities, work equipment, work security and safety equipment, transportation and other supporting facilities for employees to work.
5. The existing organizational structure also causes employee anxiety.
6. Employees complained about the very limited number of employees.

In the last 3 (three) years from 2016 - 2018 the employee turnover rate of PT. The trend of MGS increased beyond the target where the annual employee turnover target was set at a maximum of 5% as shown in Table 1.

**Tabel 1: Turnover Employee**

Tahun	Number of exit employees	Total Employees	Turnover (%)
2016	0	40	0.00
2017	3	96	4.41
2018	7	101	7.11

With a high employee turnover rate, PT. MGS lost employees with experience in the warfare and maintenance of geothermal power plants. To develop human resources to have competence in the infrastructure and maintenance of geothermal power plants requires a long time and a relatively expensive investment. This of course will affect the company performance of PT. MGS against SOL. Because by contract PT. MGS must provide competent professional personnel and experience in warfare and maintenance of geothermal power plants.

By paying attention to conditions in the field, if you do not make improvements to employee complaints, it is feared that they can reduce the level of employee engagement with work and organization, and the implication will be to reduce employee and company performance as well

as high employee replacement costs due to high employee turnover. Gubman (2004) stated that employees who are not involved in their job are more likely to leave their current workplace. Towers Perrin (2003) reports that 66% of employees who report high levels of employee interaction do not recommend their current organization.

### **Employee Engagement**

Employee involvement is a matter of constant concern for professional human resources researchers and management. There are many variables that are considered to be drivers or factors that determine interactions. Fearon et al. (2013) indicated three levels of organizational interaction on interaction, namely: individual, organizational and organizational levels. Individual involvement is related to self-efficacy, which means that individual employees will be active if they feel that their efforts are valuable. Group involvement with collective abilities which explains that group members will be active if there is a shared understanding of common beliefs in cognitive activities, emotional and physical interactions. Organization is concerned with organizational capabilities in organizational organizations such as social communication initiatives, employee programs and team building initiatives that can assist in increasing interaction effectively within the organization.

Involvement as an individual's understanding of a focused goal and energy, positive work psychology relationships (enthusiasm, energy, passion and enthusiasm), adaptability, persistence and also a motivational state shown in a sincere willingness to make efforts that focus on beliefs and goals organization (Macey et al., 2009; Albrecht, 2010). Schaufeli et al. (2002) define interaction as a positive, satisfying, work-related state of mind that is divided by passion (vigor), dedication (dedication), and absorption (absorption). Employees who are positively involved in the performance and success of the

company and employees who are not actively involved have the ability to negatively affect other employees which will result in poor company performance (Aon Hewit, 2013; Gallup 2013).

### **Remuneration**

Remuneration is the salaries that given to employees as a reward or reward for work or contributions that are routine in nature to the organization (1, 2020). Compensation is a series of benefits offered to employees by an organization in the form of salaries, wages, incentives, job opportunities, good working conditions, bonuses, pension plans and life insurance plans given to employees on the basis of their duties, responsibilities and performance (Bhatnagar, 2017 in Inayat 2018).

### **Job Design**

Job design is the main function of human resource management and is related to job specifications, methods and job relationships in order to meet the technological, organizational and social and personal needs of incumbents or employees (Wikipedia, 2020). Job design has two objectives, first: productivity, operational efficiency and product or service quality; second, to meet the needs of individual interests, challenges and achievements, thus fostering an attachment to work and a commitment to doing a job well (Amstrong, 2006). Hackman and Lawler, (1971), Hackman and Oldham (1980) in Chiekezei et al. (2015) stated that to motivate workers to work, they must pay attention to the five core dimensions of work: skill variety, task identity, task significance, autonomy and feedback.

### **Relationship with Supervisors and Colleagues**

Anitha (2014) states that collaborative achievement and decision-making reflects team and co-worker relationships that will trigger employees to take greater responsibility for achieving

shared goals and visions. Anitha (2014) also states that team and co-worker relationships are another aspect that emphasizes the harmony aspect of interpersonal relationships and has a significant relationship to employee engagement. Khan (1990) defines the psychological security of a person feeling able to demonstrate and employ oneself without fear of negative consequences on self-image, status, or career. May et al. (2004) emphasized that peer support and supervisors have a positive relationship with psychological safety and employee engagement.

### **Impact of Employee Engagement**

Sahoo and Mishra (2012) some of the advantages of employee engagement:

1. Tend to be with the company longer, defend the company, its products and services, and contribute to the bottom line of business success.
2. Perform better and are more motivated, have an emotional connection with the company
3. There is a significant relationship between employee engagement and profitability, the development of passion, commitment and alignment with organizational goals and strategies.
4. Increase employee trust in the organization and create feelings of loyalty in a competitive environment
5. Foster an energetic work environment and promote business growth.
6. Make employees effective brand ambassadors for the company.

### **Training and Career Development**

Law Number 13 of 2003 concerning Manpower defines job training as a whole activity to provide, obtain, improve, and develop work competence, productivity, discipline, attitudes and work ethics at certain skill and expertise levels, in accordance with the level and qualification of the position or profession. Sudiro (2011) defines career development as the process of enhancing individual work abilities achieved in order to achieve the desired

career. Martoyo (2007) defines career development as a condition that indicates an increase in the status of a person in an organization within the career path that has been determined in the organization concerned.

Sheehan et al. (2014) HR management activities refer to activities that aim to improve company performance through developing employee skills, knowledge and fulfilling the desired achievement. Dash (2013) states that training is a major factor affecting employee engagement. Weng and McElroy (2012) in Biswakarma (2016) state 4 main things that build career development in organizations including achieving career goals, increasing professional abilities, speed of promotion and increasing remuneration.

### **SWOT Analysis**

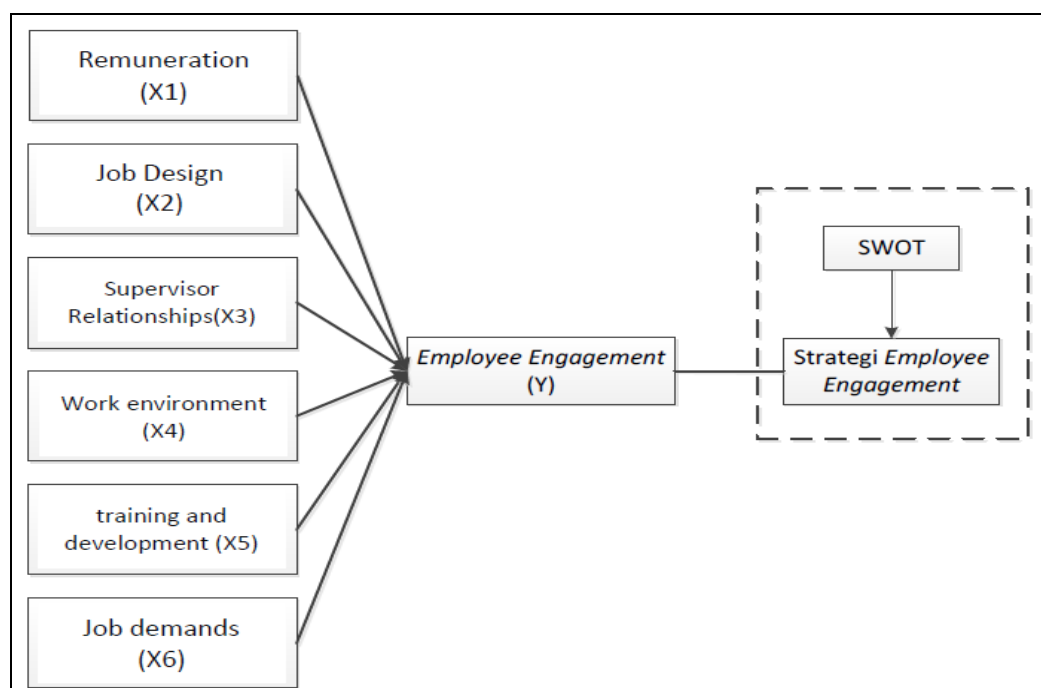
SWOT analysis is a strategic planning technique used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to business competition or planning projects (Wikipedia, 2020). It is designed for use in the early stages of the decision-making process and can be used as a tool for evaluating an organization's strategic position. This is intended to determine organizational goals and identify internal and external factors that are good and beneficial to achieve these goals.

### **Conceptual Framework**

In accordance with the description on the background of the problem, literature review and previous research, a conceptual research framework is prepared as follows:

The operational definition and measurement of the variables are explained as follows:

1. Remuneration (X1) is a series of benefits offered to employees by the company in the form of salaries, bonuses, incentives, pension funds and health insurance. The dimensions used are material compensation.



Picture 1. Conceptual Framework

2. Job design (X2) which includes the skills needed to complete the job, job variation, work contribution to company success, the extent to which the job affects the work of others, inside or outside the organization, the level of individual freedom in work, ease in work and the extent to which individuals receive feedback about the effectiveness of the work done. The dimensions used are Skill Variety, Task Identity, Task Significance, Autonomy Enrichment and Feedback.
3. Supervisor Relationships (X3) include coaching employees, involving in job planning, offering suggestions and emotional support, as well as mutually supportive and trusting relationships among co-workers. The dimensions used are relationships within the organization.
4. Work environment (X4) is a comfortable workplace, adequate physical resources, a good level of safety, a work climate that supports career advancement, and a workplace that is collectively active. The dimensions used are physical and non-physical.
5. Training and development (X5) is an activity that helps improve the right skills for employees; employee empowerment and activities that assist in achieving career goals, enhancing professional abilities and promotions. The dimensions used are training and career development systems.
6. Job demands (X6) refer to excess workload physically, psychologically and socially. The dimensions used are quality demands and emotional and non-physical demands.
7. Employee Engagement (Y) as a positive, satisfying, work-related state of mind characterized by vigor, dedication, and absorption

## RESEARCH METHOD

The method used in this research is correlational descriptive. Correlational descriptive research is a research carried out with the aim of detecting the extent to which variations in a factor are related to one or more other factors based on the correlation coefficient (Sinulingga, 2018). This research will analyse the effect of remuneration, job design, supervisor and co-worker relationships, work environment, training

and career development and job demands on employee engagement.

The questionnaire was conducted on the population, namely employees of PT. Medco Geothermal Sarulla which is located on MerantiSitompul street No. 7, North Tapanuli, North Sumatra. The population in this study were all of 101 people. Sampling was done by using probability sampling technique with simple random sampling method. Probability sampling is a sample collection technique that provides equal opportunities for each element or member of the population to be selected as samples (Sudaryono, 2019). In this study, the sample used was 91 samples.

The data analysis technique was carried out in this study using descriptive statistical analysis and multiple linear regression.

The multiple linear regression equation model is as follows:

$$Y = b_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + e$$

Description:

Y=dependent variable employee engagement

b0 = Constant value

$\beta_1 \dots \beta_6$  = Variable correlation coefficient

X1= Independent variable of remuneration

X2=Independent variable of job design

X3=The independent variable of the supervisor and coworker relationship

X4=Work environment independent variable

X5=independent variable of training and career development

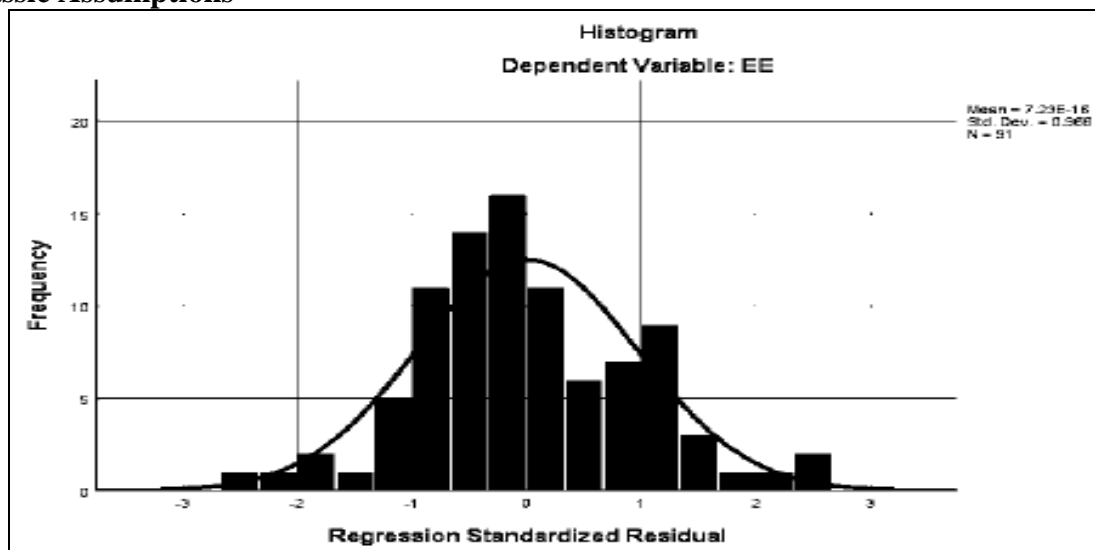
X6=Independent variable of job demands

## RESULT AND DISCUSSION

### Descriptive Respondents

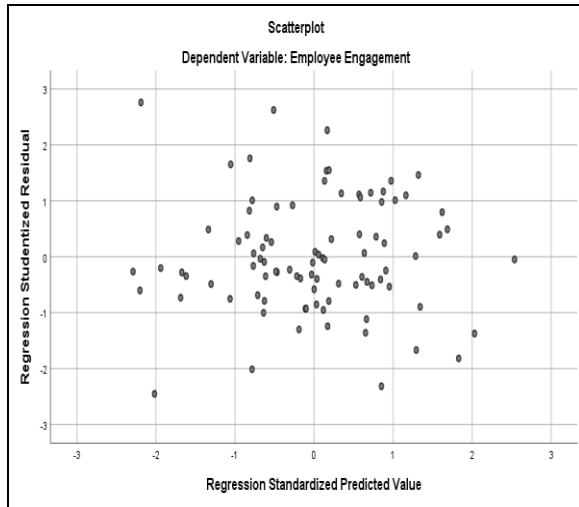
- Age: 21-25 years as many as 1 person (1.10%), 25-30 years as many as 22 people (24.18%), 30-35 years as many as 29 people (31.87%) and over 35 years as many as 39 people (42.86%). So the age of most respondents is over 35 years.
- Working period: 1 person under 1 year (1.10%), 1 - 2 years as many as 6 people (6.59%), 2 - 3 years as many as 15 people (16.48%), over 3 years as many as 69 people (75.82%) . So the working period of most respondents is over 3 years
- Marital status: Married as many as 78 people (85.71%) and unmarried as many as 13 people (14.29%). So the most respondents' married status is married.
- Education level: 6 SMA / SMK / STM, 25 Diploma (27.47%), 56 Bachelor's (61.54%), 4 Postgraduate (4.40%). So the eduUji

### Classic Assumptions



Picture2: Histogram

From Figure 2 shows the histogram output shows a distribution pattern close to normal, so this indicates the regression meets the assumption of normality.



Picture3: Heteroscedasticity Test with Scatter Plot

Figure 3 shows that the point distribution appears randomly both above and below 0 from the Y axis, it can be concluded that there is no heteroscedasticity in this regression model.

### Multiple Linear Regression Analysis

Table2: F Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2238.062	6	373.010	18.938	.000 <sup>p</sup>
Residual	1654.465	84	19.696		
<b>Total</b>	<b>3892.527</b>	<b>90</b>			

From table 2 Fcount 18,938 with Sig. 0.000. With the number of variables (k) as many as 7 and respondents (n) 91 then:  $df_1 = k - 1 = 7 - 1 = 6$ ;  $df_2 = n - k = 91 - 7 = 84$ , we get  $F_{table} = 2.21$ . So the value of  $F_{count} > F_{table}$  ( $18.938 > 2.21$ ) and  $Sig < 0.05$ , so that  $H_a$  is accepted and  $H_o$  is rejected. Thus the independent variable remuneration, job design, supervisors and coworkers relationships, work environment, training and career development and job demands simultaneously have a significant effect on the dependent variable employee engagement.

Partial significance test (t test) was conducted to determine the effect of each independent variable (X) partially on the dependent variable (Y).

Table3: T Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	24.043	5.771		4.166	.000		
	X1	-.067	.188	-.031	-.358	.721	.687	1.455
	X2	.662	.152	.444	4.349	.000	.486	2.060
	X3	.367	.208	.201	1.762	.082	.390	2.564
	X4	.036	.226	.019	.161	.873	.366	2.730
	X5	.025	.136	.018	.183	.856	.516	1.939
	X6	-.494	.116	-.336	-4.277	.000	.820	1.219

Table 3 shows the results of Tcount for each independent variable. With the number of variables (k) as many as 7 and respondents (n) 91 then:  $df = n - k = 91 - 7 = 84$ , with the probability that one direction is obtained  $t_{table} = 1.663$  then:

#### 1. Remuneration (X1) for employee engagement (Y)

The variable X1 has a  $T_{count}$  of 0.358 with  $T_{table} = 1.663$ . So  $T_{count} < T_{table}$  and  $Sig. > 0.05$ , then  $H_o$  is accepted and  $H_a$  is rejected. A negative t value indicates that X1 has a relationship in the opposite direction to Y. So it can be concluded that remuneration has no significant effect on employee engagement.

#### 2. Job design (X2) on employee engagement (Y)

The variable X2 has a  $T_{count}$  of 4,349 with  $T_{table} = 1,663$ . So  $T_{count} > T_{table}$  and  $Sig < 0.05$ , then  $H_a$  is accepted and  $H_o$  is rejected. A positive t value indicates that X2 has a direct relationship with Y. So it can be concluded that job design has a significant effect on employee engagement.

#### 3. Relationships between supervisors and colleagues (X3) on employee engagement (Y)

The variable X3 has a  $T_{count}$  of 1.762 with  $T_{table} = 1.663$ . So  $T_{count} > T_{table}$ , but  $Sig > 0.05$ , then  $H_o$  is accepted and  $H_a$  is rejected. A positive t value indicates that

X3 has a unidirectional relationship with Y. So it can be concluded that the relationship between supervisor and co-worker has a moderate effect on employee engagement.

#### **4. Work environment (X4) on employee engagement (Y)**

The variable X4 has a  $T_{count}$  of 0.161 with  $T_{table} = 1.663$ . So  $T_{count} < T_{table}$  and  $Sig > 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected. A positive t value indicates that X4 has a unidirectional relationship with Y. So it can be concluded that the work environment has no significant effect on employee engagement.

#### **5. Training and career development (X5) for employee engagement (Y)**

The variable X5 has a  $T_{count}$  of 0.183 with  $T_{table} = 1.663$ . So  $T_{count} < T_{table}$  and  $Sig. > 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected. A positive t value indicates that X5 has a unidirectional relationship with Y. So it can be concluded that training and career development have no significant effect on employee engagement.

#### **6. Job demands (X6) on employee engagement (Y)**

The variable X6 has a  $T_{count}$  of 4,277 with  $T_{table} = 1,663$ . So  $T_{count} > T_{table}$  and  $Sig < 0.05$ , then  $H_a$  is accepted and  $H_0$  is rejected. A negative t value indicates that X6 has a relationship in the opposite direction to Y. So it can be concluded that job demands have a significant effect on employee engagement.

### **CONCLUSION**

1. Employee engagement at PT. Medco Geothermal Sarulla is simultaneously 57.5% influenced by remuneration, job design, supervisor and co-worker relationships, work environment, training and career development, and job demands, while 42.5% is influenced by other factors.
2. Job design variables and job demands partially have a significant effect on employee engagement at PT. Medco Geothermal Sarulla

3. Remuneration variables, work environment, supervisor and coworker relationships, and training and career development partially do not have a significant effect on employee engagement at PT. Medco Geothermal Sarulla.

4. The remuneration provided by the company is good, but it is necessary to standardize salaries so that the difference in salary for each position with the same duties and responsibilities is not too high.

5. The job design is good, several things can be done to increase employee engagement by increasing work variation through assignments to different departments that are still related, work rotation, making clear, complete and regularly updated standard operating procedures (SOPs) and improve work effectiveness with innovation and feedback.

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